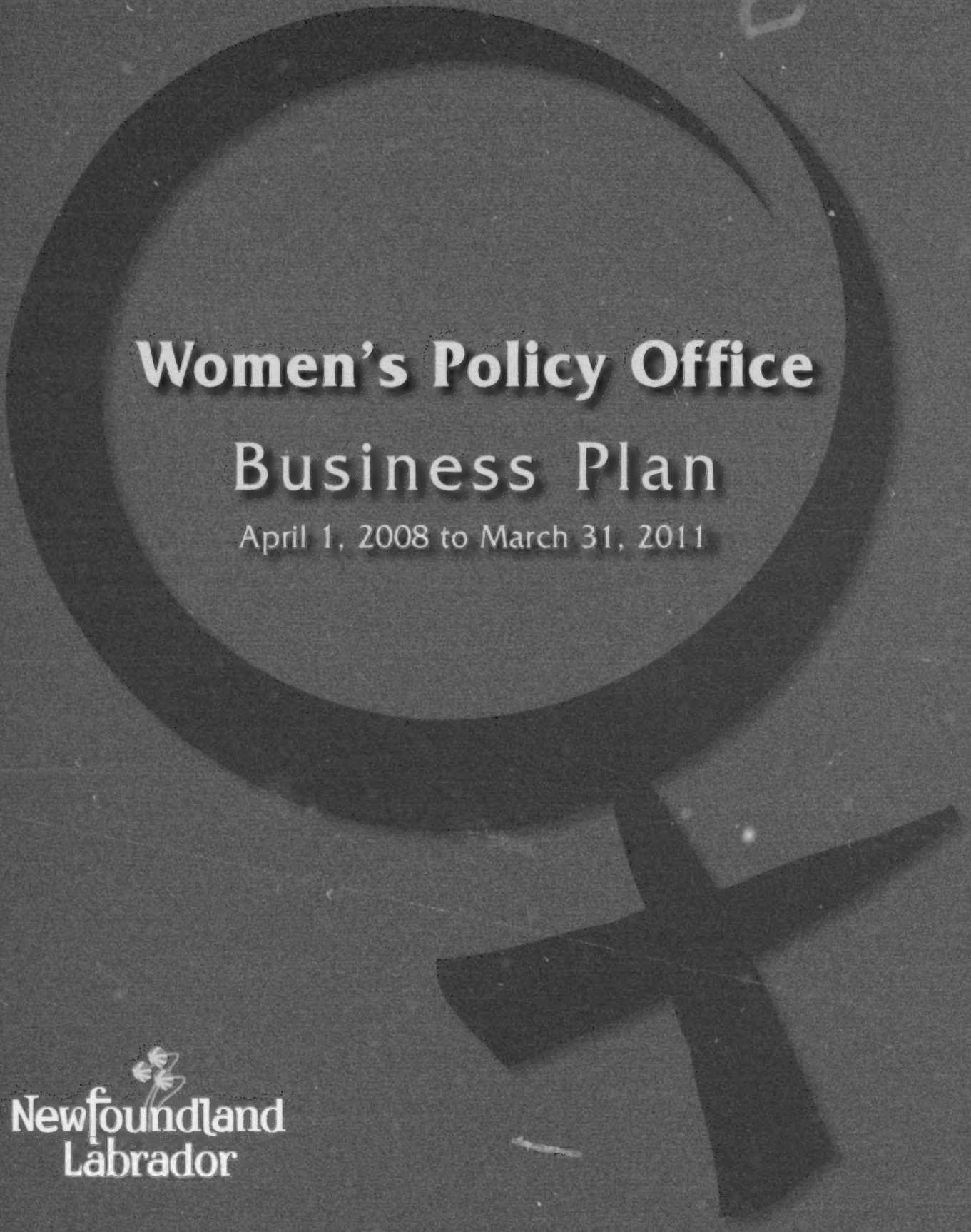
Women's Policy Office

Business Plan

April 1, 2008 to March 31, 2011



Newfoundland Labrador

Newfoundland Labrador

Message from the Minister

April 1, 2008

Government is committed to advancing the status of women and ensuring that women's voices are heard in Newfoundland and Labrador. This comprehensive plan of action will inform government decision making to advance this long-term need in our society. In the preparation of this plan careful consideration has been given to the strategic directions identified in Appendix A.

This plan has been prepared in accordance with the *Government Transparency and Accountability Act* provisions for a Category 2 entity. Therefore, this plan focuses on the processes necessary to meet government's commitments to women. As Minister Responsible for the Status of Women, I am accountable for the preparation of this plan and for achieving the specific goals and objectives.

Joan Burke, MHA
Minister Responsible for the
Status of Women

Table of Contents

1.0 Plan at a Glance 1

2.0 Organizational Overview 3

3.0 Mandate 4

4.0 Values 5

5.0 Lines of Business 5

6.0 Primary Clients 6

7.0 Vision 8

8.0 Mission 8

9.0 Strategic Issues 9

- 9.1 Violence Prevention 9
- 9.2 Earned Income and Employment 11
- 9.3 Social and Economic Security 12
- 9.4 Leadership and Decision Making 14

Appendix A – Strategic Directions 17

1.0 Plan at a Glance

Vision

The Vision of the Women's Policy Office is true social, legal, cultural and economic equality for women in the province of Newfoundland and Labrador.

Mission

By 2011, the Women's Policy Office will have contributed to the advancement of women's social, cultural, legal and economic equality in Newfoundland and Labrador.

Goal 1: By March 31, 2011 the Violence Prevention Initiative will have continued to implement the Taking Action Against Violence 2006-2012 plan.
Objective: By March 31,2009 WPO will have undertaken initiatives to support increased awareness and attitudinal change. Measure: Initiatives to support increased awareness and attitudinal change. Indicators: ○ Development of a social marketing plan for the prevention of violence against women. ○ Implementation of the older adult violence prevention campaign. ○ Continued implementation of the children and youth violence prevention campaigns. Objective 2: By March 31, 2010, WPO will have undertaken initiatives to support increased community participation. Objective 3: By March 31, 2011 WPO will have undertaken initiatives to improve legislation, policy, programs, services, information and facilities.

Goal 2: By March 31, 2011 the Women's Policy Office will have supported greater participation of women in occupations where they are currently under-represented.

Objective1: By March 31, 2009 WPO will have developed a communications strategy to promote women in occupational areas including entrepreneurship where they are currently under-represented.

Measure: Document
Indicator: Completed Communications Strategy Document

Objective 2: By March 31st, 2010 WPO will have continued and developed appropriate collaborative initiatives with stakeholders to increase the participation of women in skilled trades and professions in Newfoundland and Labrador.

Objective 3: By March 31, 2011 WPO will have identified supports and tools for employers to use in attracting, retaining and promoting more women in occupations where they are under-represented.

Goal 3: By 2011, the Women's Policy Office will have supported the increased knowledge and capacity of provincial government department employees to apply gender based analysis to policy development and implementation processes

Objective 1: By March 31, 2009, WPO will have developed a strategy to enhance individual departments' participation in advancing the status of women.

Measure: Document
Indicator: Completed Strategy document

Objective 2: By March 31, 2010, WPO will have identified innovative ways to ensure women share more equitably in social and economic benefits.

Objective 3: By March 2011, WPO will have increased funding to Women Center's by 5% a year.

Goal 4:	**By 2011, the Women's Policy Office will have supported the participation of women in leadership and decision making positions at the community, regional and provincial levels.**

Objective1: By March 31, 2009, WPO will have identified initiatives to support women in standing for elected office.

Measure: Document completed
Indicator: Completed Research Report

Objective 2: By March 31st,2010 WPO will have undertaken initiatives to support the appointment of Aboriginal women on agencies, boards, commissions and other positions of leadership.

Objective 3: By March 31st, 2011, WPO will have identified barriers and mitigation measures to increase the representation by women in elected positions.

1.0 Organizational Overview

The Women's Policy Office was established in 1985 to provide specific resources within the government structure to pursue equality for women through government policies and programs. This program reports to the Minister Responsible for the Status of Women, the Honourable Joan Burke.

The office has a core complement of fourteen positions, eight permanent and six temporary, including the following:

- Assistant Deputy Minister
- ADM Secretary
- Clerk IV
- Director of Research and Analysis
- Researcher
- Program and Policy Development Specialist
- Manager of Information Services
- Library Technician
- Director of Violence Prevention
- Policy, Planning Research Analyst- Communications

- Policy, Planning and Research Analyst- Aboriginal
- Senior Research and Policy Analyst – Training
- Training Officer (VPI)
- Senior Research and Policy Analyst – Research

For 2008-2009, the Women's Policy Office was allocated an estimated budget of $4.3 million, an increase from $1.7 million in 2003-2004.

The Women's Policy Office is located in St. John's on the fourth floor of the Confederation Building, West Block. The Women's Policy Office contracts delivery of services to St. John's, Bay St. George, Port aux Basques, Corner Brook, Gander, Labrador City, Happy Valley-Goose Bay and Grand Falls-Windsor through eight Status of Women Councils located across the province, ten regional coordinating committees associated with the Violence Prevention Initiative, the Provincial Advisory Council on the Status of Women, Transition House Association of Newfoundland and Labrador, the Seniors Resource Centre, and the Newfoundland and Labrador Sexual Assault Crisis and Prevention Centre.

The Office also works closely with the Provincial Advisory Council on the Status of Women whose mandate is to : (i) advise the minister on those matters relating to the status of women that the minister refers to the advisory council for consideration; (ii) advise the minister on those matters relating to the status of women that the advisory council feels appropriate; (iii) bring before the government and the public matters of interest and concern to women; and (iv) establish the general policies that will government the organization, administration and operation of the advisory council. The Women's Policy Office is responsible for the *Status of Women Advisory Council Act*, under which the Council operates.

3.0 Mandate

The Women's Policy Office was established in 1985 to:

- develop and expedite Government policies and programs to enhance the social and economic status of women in the province and ensure that these are communicated to the public;

- ensure that the impact on women of all legislation, policies and programs is brought to the attention of the Minister Responsible for the Status of Women, Cabinet, Cabinet Committees and departments;

- monitor and review programs and other activities of government departments and agencies to ensure compliance and conformity with the government policy of improving the status of women; and

- liaise with provincial government departments and agencies, other governments and advisory councils and women's organizations on all issues affecting women.

4.0 Values

The values expressed in this plan are intended to reflect managerial values for the operation of the Women's Policy Office and the conduct of its staff. In this context, the values of the Women's Policy Office have been reviewed and modified as identified below.

Professional	Each person will work in a positive, respectful, cooperative and effective manner and actively seek evidence, opinions and professional development opportunities where appropriate to fulfill her/his obligations.
Inclusive	Each person seeks the knowledge and opinions of others, including colleagues, experts, women, equality seeking organizations and other stakeholders when developing advice, policy and positions.
Informative	Each person seeks out research and evidence to inform analyses, shares relevant information and responds to requests in a timely and appropriate manner using innovative technology and availing of opportunities to inform and educate, aware of the current status of women in Newfoundland and Labrador.

5.0 Lines of Business

Policy Analysis and Advisory Services: The Women's Policy Office defines policy as any action taken by government. The Office continues to work toward the development of gender based analysis training for policy analysts within government, applies gender based analysis to government policy in such forms as legislation, programs and services. By applying gender based analysis and supporting departmental staff to increase their capacity to apply gender based analysis, the Women's Policy Office supports government in identifying on how women are affected by policy and program decisions, highlights women's needs, and advises on how gender equity would be better achieved.

Information Collection and Communication Services: The Women's Policy Office is responsible for collecting policy relevant information from a variety of sources to provide evidence based policy advice and report annually on the status of women. To meet this responsibility, the Women's Policy Office maintains a public library on women's issues, collects statistics and conducts research to assess the current status of women, as well as to identify systemic inequities and information gaps. As part of the information collection process, the Women's Policy Office consults regularly with women and women's organizations to identify ongoing and emerging issues of special concern as well as potential solutions. Beyond providing policy advice to government departments, the Women's Policy Office communicates information on the status of women through publications, events and initiatives.

Violence Prevention Initiative Services: The Women's Policy Office administers a grants program for community anti-violence organizations; coordinates the delivery of the Violence Awareness and Action Training Program; facilitates meetings of VPI committees; coordinates public awareness on violence prevention and provides clearing house services for information on violence.

Grants Program: The Women's Policy Office provides non-repayable grants to equity seeking groups for activities and initiatives that seek to advance the status of women in Newfoundland and Labrador subject to approved criteria. The Women's Policy Office provides grants to Aboriginal organizations to advance violence prevention for Aboriginal women and children.

6.0 Primary Clients

For the purpose of this plan, primary clients are defined as any person, group or organization that requires the attention, resources or services of the Women's Policy Office. In this context, the mandate and goals of the Women's Policy Office can only be achieved through working in partnership with equality seeking women's organizations as well as government departments, other provincial and federal governments, industry partners and other community groups. On a regular basis, the Women's Policy Office consults with the Provincial Advisory Council on the Status of Women regarding the concerns of the women they serve as well as their proposed solutions. Other provincial partners include Provincial Advisory Council on the Status of Women, Transition House

Association of Newfoundland and Labrador, Seniors Resource Centre and the Newfoundland and Labrador Sexual Assault Crisis and Prevention Centre.

With respect to violence prevention, the Women's Policy Office leads a community-government partnership to address violence, including violence against women. Government partners include the departments of Justice, Health and Community Services, Education, Human Resources, Labour and Employment, Labrador and Aboriginal Affairs and Education, along with the Rural Secretariat and the Newfoundland and Labrador Housing Corporation and Labour Relations Agency. Community partners include those working to protect those most at risk in our society including women, children, seniors, persons with disabilities and other vulnerable populations who are victims of violence because of their race, ethnicity, sexual orientation or economic status.
To increase women's earned income and employment, the Women's Policy Office works in partnership with the departments of Human Resources, Labour and Employment, Natural Resources and Environment and Conservation to increase women's employment in well paying jobs, particularly those in the natural resource sectors. This is largely done using the Environmental Assessment Act to require proponents of large scale natural resource developments to put women's employment plans in place. To this end, the Women's Policy Office works closely with industry partners such as Voisey's Bay Nickel Corporation, Corner Brook Pulp and Paper and the Canada-Newfoundland and Labrador Offshore Petroleum Board and a community partner, the Women in Resource Development Committee. The Women's Policy Office also works with post-secondary and training institutions on accessibility of training and education for women for these occupations.

To improving women's social and economic security, the Women's Policy Office continues to work closely with all provincial government departments to ensure that the impact on women of all legislation, policies and programs is brought to decision makers. The Women's Policy Office maintains a close relationship with Status of Women Canada as well as all Ministers in Canada responsible for the Status of Women.

Working to increase women's participation in leadership and decision making roles the Women's Policy Office works with community partners such as the Community Service Council, Status of Women Councils, and the Provincial Advisory Council on the Status of Women as well as women's Aboriginal, multicultural and seniors groups to strengthen women's voices. The Women's Policy Office also works with government departments to increase nominations of qualified women to agencies, boards and commissions.

7.0 Vision

The Vision of the Women's Policy Office is true social, legal, cultural and economic equality for women in the province of Newfoundland and Labrador.

8.0 Mission

The mission statement identifies the priority focus area of the Minister for this planning cycle. It represents the key longer-term result that the Minister and the Women's Policy Office will be working towards as they move forward on the strategic directions of Government. The statement also identifies the measure(s) and indicator(s) that will assist both the entity and the public in monitoring and evaluating success.

Statistical data collected over the years also indicates progress that has been made to improving the status of women in Newfoundland and Labrador. In 1971, 28% of those with university degrees were women but by 2001, women made up nearly 52% of university graduates. In 1971, women's average employment income was 47% of men's. By 2001, we have made gains as women's average employment Income was 63%. Obviously, there is still room for improvement.

In 1976, only 32% of women participated in the labour force compared to 66% of men. By 2005, 54% of women participate in the labour force compared to 63% of men.

Women are now better educated and trained to enter the workforce at a time when the demand for labour will be increasing. The labour market in Newfoundland and Labrador is expanding and diversifying, creating more opportunities for women to participate in the labour force, particularly in rural areas of Newfoundland and Labrador. Key areas of expansion are the oil, mining, forestry and agri-foods industries, and innovation and research.

Despite significant strides forward in the struggle for equality and fairness, women still experience high levels of violence and abuse in our society. Women's equality has also yet to be achieved in areas of earned income and employment, social and economic security, leadership and decision making positions. Therefore, the necessity and relevance of the Women's Policy Office and its work continues to exist.

Mission: By 2011, the Women's Policy Office will have contributed to the advancement of women's social, cultural, legal and economic equality in Newfoundland and Labrador.

Measure: Contributions to the advancement of women's equality.

Indicators:

- Recommendations made to Cabinet, Cabinet Committees and departments to advance the status of women.
  - The number of assessments conducted
- Training provided regarding gender based analysis, leadership and violence prevention
  - The number of training programs
  - The number of participants who have completed training
- Communications on issues related to the status of women to the public
  - The number of speaking engagements, press conferences, workshops and/or information sessions
  - The number of press releases and statements issued
  - The number of advertisements
  - The number of materials distributed

9.0 Strategic Issues

In consideration of Government's strategic directions and the mandate and financial resources of the Women's Policy Office, the following areas have been identified as the key priorities of the Minister for the next three years. The goals identified for each issue reflect the results expected in the three year timeframe while the objectives provide an annual focus. Measures and indicators are provided for both the goal and the first year's objective to assist both the Department and the public in monitoring and evaluating success.

9.1 Violence Prevention

Violence continues in homes and communities in Newfoundland and Labrador. According to the 2004 General Social Survey (GSS) there has not been any change in the percentage of Canadians (7%) 15 years of age and over in a current, previous, or common-law union who experienced spousal violence in the previous five years. The same survey found that female victims of spousal violence were three times

more likely than male victims to fear for their life (34% versus 10%) and three times more likely to take time off from their everyday activities because of the violence (29% versus 10%). Individuals between the ages of 15 and 24 who have been in a common-law relationship for three years or less, and whose partner is a frequent heavy drinker, are at an increased risk of experiencing violence at the hands of their intimate partner. These indicators support the need to focus on early intervention with children and young adults.

A 2002 public attitudes survey in Newfoundland and Labrador noted there was a high concern about children witnessing violence in the family (64%), while 69% were concerned with school-based violence. Approximately 56% of respondents indicated that violence against women and violence in dating relationships (53%) were the next biggest concerns.

Statistics Canada reports that in 2004, there were 1,084 admissions of women and dependent children to shelters in Newfoundland and Labrador. Of those admitted for abuse, 100% were fleeing psychological abuse, 67% physical abuse, 60% threats, 33% harassment, 20% financial abuse, and 13% sexual abuse. These statistics only represent a portion of actual cases of abuse. According to Statistics Canada only a small percentage of victims of violence and sexual assault contact shelters and related services. The 2004 GSS reported that about one-third (34%) of victims (47% female and 20% male) indicated that they had turned to a formal help agency because of violence. Also significant is the fact that only 27% of victims of spousal violence reported the incidence to the police, which is unchanged from the 1999 GSS.

Goal: By March 31, 2011 the Violence Prevention Initiative will have continued to implement the Taking Action Against Violence 2006-2012 plan.

Measure: Initiatives to implement the VPI Action Plan.

Indicators:

- Initiatives to increase awareness and attitudinal change.
- Initiatives to increase community participation.
- Initiatives to improve legislation, policy, programs, services, information and facilities.
- Initiatives to support Aboriginal women and children and addressing elder abuse.
- Initiatives to enhance research and development.
- Initiatives to improve leadership, coordination and accountability.
- Initiatives to form effective partnerships with Aboriginal organizations.

Objective 1: By March 31, 2009 WPO will have undertaken initiatives to support increased awareness and attitudinal change.

Measure: Initiatives to support increased awareness and attitudinal change.

Indicators:

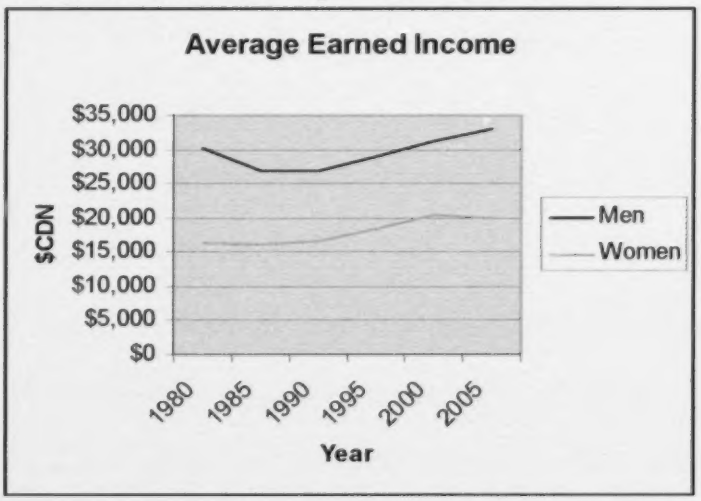
- Development of a social marketing plan for the prevention of violence against women.
- Implementation of the older adult violence prevention campaign.
- Continued implementation of the children and youth violence prevention campaigns.

Objective 2: By March 31, 2010, WPO will have undertaken initiatives to support increased community participation

Objective 3: By March 31, 2011 WPO will have undertaken initiatives to improve legislation, policy, programs, services, information and facilities.

9.2 Earned Income and Employment

In 1985 in Newfoundland and Labrador, women on average earned 54% of the average income earned by men. By 2003 this gender wage gap closed such that women earned an average of close to 69% of the average income earned by men. Since that time, the gender wage gap has widened whereby in 2005 the average earned income of women was reduced to 60% that of the average income earned by men.



Research indicates that one of the reasons for the gender wage gap is the propensity for women to work in a narrow range of occupations where wages are lower. For example, according to the 2001 census, in Newfoundland and Labrador, 36% of women earners worked in sales and service occupations where women earn an average annual salary of $10,345. In contrast, approximately 28% of men worked in

occupations related to trades, transport and equipment operation where they earn an average annual salary of $24,933. Therefore, by encouraging and accommodating women's participation in a broader range of occupations where wages are higher, the government of Newfoundland and Labrador believes the gender wage gap can be narrowed and greater gender equality can be achieved.

Goal: By March 31, 2011 the Women's Policy Office will have supported greater participation of women in occupations where they are currently under-represented.

Measure: Initiatives to support greater participation of women in occupations where they are under-represented.

Indicators:

- Development of a communications strategy to promote women in occupational areas including entrepreneurship where they are currently under-represented;
- Collaborative initiatives developed with stakeholders to increase the participation of women in skilled trades and professions in Newfoundland and Labrador.

Objective 1: By March 31, 2009 WPO will have developed a communications strategy to promote women in occupational areas including entrepreneurship where they are currently under-represented.

Measure: Document
Indicator: Completed Communications Strategy Document

Objective 2: By March 31st, 2010 WPO will have continued and developed appropriate collaborative initiatives with stakeholders to increase the participation of women in skilled trades and professions in Newfoundland and Labrador.

Objective 3: By March 31, 2011 WPO will have identified supports and tools for employers to use in attracting, retaining and promoting more women in occupations where they are under-represented.

9.3 Social and Economic Security

In January 2007, Dr. Doug May published, *"Determinants of Well-Being"*. This document identified that maximizing social welfare is not solely a matter of maximizing efficiencies (minimizing monetary costs and maximizing monetary

benefits) in the economy. It is equally about increasing individual and collective happiness and overall well-being of people in our society. Dr. May states that, *"equity is as an important an issue in determining collective well-being as economic efficiency is."*

According to research, societal well being is a function many variables including: health, demographics, safety, culture, politics, justice, education, employment, income, leisure, income, social relationships, consumption and sustainability. Dr. May reports that, *"... happy people are more sociable, active, altruistic, generous and tolerant. They have also been shown to be more economically productive, creative, healthy and long living."*

Research indicates that women as a group have not benefited as much as men from the social and economic development of our provincial resources. This is well evidenced by comparisons between men's and women's incomes, unpaid work, access to employment, access to justice, incidence of poverty, incidence of depression as well as other determinants of well-being. Such inequity detracts from the well-being of people in our province as a whole and requires greater government intervention to correct.

The government of Newfoundland and Labrador believes that by increasing the knowledge and capacity of provincial government department employees to apply gender based analysis to policy development and implementation processes, better decisions can be made to more equitably distribute the benefits of social and economic development within our province which will contribute to the increased well-being of all people in our society.

Goal By 2011, the Women's Policy Office will have supported the increased knowledge and capacity of provincial government department employees to apply gender based analysis to policy development and implementation processes.

Measure: Initiatives to support the increased knowledge and capacity of provincial government department employees to apply gender based analysis to policy development and implementation processes.

Indicators:

- Strategies developed to enhance individual departments' participation in advancing the status of women;

- Innovative ways explored with departments and agencies to ensure women share more equitably in social and economic benefits;
- Funding increased to Women's Centre by 5% a year; and
- Initiatives implemented to help Aboriginal women become empowered to influence public policy, programs and legislation in ways that will improve the quality of their lives.

Objective 1: By March 31, 2009, WPO will have developed a strategy to enhance individual departments' participation in advancing the status of women.

Measure: Document completed
Indicator: Completed Strategy document

Objective 2: By March 31, 2010, WPO will have identified innovative ways to ensure women share more equitably in social and economic benefits.

Objective 3: By March 2011, WPO will have increased funding to Women Center's by 5% a year.

9.4 Leadership and Decision Making

In the Federal General Election of October 25, 1993, women won two out of seven federal ridings in Newfoundland and Labrador. No women have been elected federally since that time to represent Newfoundland and Labrador in the House of Commons. In the 1993 Provincial General Election, 3 out of 52 seats (6%) were held by women. In the 2004 Provincial General Election 10 out of 48 seats (21%) were won by women and in the 2007 Provincial General Election 9 out of 47 seats (19%) were won by women.

Newfoundland and Labrador Representation	Total		
	M	F	T
Federal General Election			
January 23, 2006	7	0	7
June 28, 2004	7	0	7
November 27, 2000	7	0	7
June 2, 1997	7	0	7
October 25, 1993	5	2	7
Provincial General Election			
October 9, 2007	38	9	47
October 21, 2003	38	10	48
February 9, 1999	40	8	48
February 22, 1996	41	7	48
May 3, 1993	49	3	52

According to the 2001 Census women comprise only 28% of senior managers in financial, communications carriers and other business services, 16% of senior managers in trade, broadcasting and other services, and 6% of senior managers in goods production, utilities, transportation and construction. Women are only 27% of school principles and administrators of elementary and secondary

education. Additionally, only 25% of Supreme Court and 13% of Provincial Court judges in the province are women.

Research indicates that women's participation in leadership and decision making positions is an important factor in improving the status of women for several reasons. Firstly, positions of leadership carry with them formal and/or informal authority as well as trust and confidence to make decisions about a multitude of issues that affect the lives of both men and women. These decisions involve the allocation of scarce resources which may affect who has access to jobs, high salaries, and resource development opportunities. These decisions also impact on the identification and order of funding priorities and issues considered in public policy and programming. If women are left out of the decision making process, the issues that are predominately important to women may not be adequately considered and consequently women would not benefit from those resulting decisions as much as men.

Secondly, the participation of women in leadership and decision making roles is necessary for the proper functioning of democracy. If women and the interests of women are not adequately represented amongst the decision makers, the legitimacy of the democracy as well as its effectiveness in meeting the needs of the people represented is diminished. The equal participation in political affairs makes governments more representative, accountable and transparent. Finally, the inclusion of diverse perspectives on the identification of problems and the solutions to those problems leads to better outcomes. Women have different experiences than their male counterparts and therefore have different perspectives and priorities. Inclusion of divergent thinking results in a more rigorous and superior decision making process yielding better results.

Goal: By 2011, the Women's Policy Office will have supported the participation of women in leadership and decision making positions at the community, regional and provincial levels.

Measure: Initiatives to support the participation of women in leadership and decision making levels.

Indicators:

- Support proposed for women in standing for elected office;
- Barriers identified to representation by women in elected positions; and

- A communication strategy developed to encourage women's participation in leadership and decision making positions.

Objective 1: By March 31, 2009, WPO will have identified initiatives to support women in standing for elected office.

Measure: Document
Indicator: Completed Research Report

Objective 2: By March 31st, 2010 WPO will have undertaken initiatives to support the appointment of Aboriginal women on agencies, boards, commissions and other positions of leadership

Objective 3: By March 31st, 2011, WPO will have identified barriers and mitigation measures to increase the representation by women in elected positions.

Appendix A – Strategic Directions

Strategic directions are the articulation of desired physical, social or economic outcomes and normally require action by more than one government entity. These directions are generally communicated by Government through platform documents, Throne and Budget Speeches, policy documents, and other communiqués. The Transparency and Accountability Act requires departments and public bodies to take into account these strategic directions in the preparation of their performance-based plans. This action will facilitate the integration of planning practices across Government and will ensure that all entities are moving forward on key commitments.

The directions related to the Status of Women are provided below. Each strategic direction is comprised of a number of components, or focus areas. These focus areas will be addressed through the various planning processes of the Department. As indicated in the table below, some have been addressed in this plan while others are addressed in the operational and/or work planning processes.

Title: Violence Prevention
Outcome: Reduced Violence

Components of Strategic Direction	Applicable to Other Entities Reporting to the Minister	This Direction is addressed:		
		in the department's business plan	in the department's operational plan	in the branch/ divisional work plans of the department
Curb violence affecting Aboriginal women		X		
Continue to implement the Violence Prevention Initiative six-year plan, with its strategic priorities of: (i) increasing awareness and attitudinal change; (ii) increasing community participation; (iii) improving legislation, policy, programs, services, information and facilities; (iv) supporting aboriginal women and children and addressing elder abuse; (v) enhancing research and development; and (vi) improving leadership, coordination and accountability		X		

Title: Women's Earned Income and Employment
Outcome: Reduced Gender Wage Gap

Components of Strategic Direction	Applicable to Other Entities Reporting to the Minister	This Direction is addressed:		
		in the department's business plan	in the department's operational plan	in the branch/ divisional work plans of the department
Develop and implement a communications strategy to promote women in occupational areas including entrepreneurship where they are currently under-represented;		X		
Continue to work collaboratively to increase the participation of women in skilled trades and professions in Newfoundland and Labrador,		X		

Title: Women's Economic and Social Equality
Outcome: Improved government knowledge and analysis of policy impacts on women.

Components of Strategic Direction	Applicable to Other Entities Reporting to the Minister	This Direction is addressed:		
		in the department's business plan	in the department's operational plan	in the branch/ divisional work plans of the department
develop strategies to enhance individual departments' participation in advancing the status of women		X		
explore innovative ways to ensure women share more equitably in social and economic benefits		X		
increase Women's Centre funding by 5% a year		X		
help Aboriginal women become empowered to influence public policy, programs and legislation in ways that will improve the quality of their lives		X		

Title: Women in Leadership and Decision Making
Outcome: Women's increased participation in leadership and decision making positions.

Components of Strategic Direction	Applicable to Other Entities Reporting to the Minister	This Direction is addressed:		
		in the department's business plan	in the department's operational plan	in the branch/ divisional work plans of the department
Promote and support women in standing for elected office		X		
Identify and address barriers to representation by women in elected positions		X		
Develop and implement a communication strategy to encourage women's participation in leadership and decision making positions		X		